

8 July 2005

Commander's Guidance #1 – Values and Expectations

First, it is an honor and a privilege to be your commander and to serve with each of you. Thank you for what you do daily and for your selfless service to Army Soldiers and families. Your demonstrated excellence makes Human Resources Command a premier organization recognized worldwide.

During this unprecedented period in our Nation's history, we are an Army at war while transforming. We are engaged in an enduring war that we will win, against an enemy committed to destroying our way of life. This war demands that we transform to a campaign-quality Army with joint and expeditionary capabilities.

We know Soldiers are the centerpiece of our Army. Success in this enduring fight depends on them. They require us to provide the world-class human resource support they deserve. Our mission is essential. We will continue to support the Army's ability to grow and develop leaders, and to provide relevant and ready forces for our combatant commands.

Below are the values that will define us and the expectations that will guide us.

VALUES

- Be professional leaders of character... epitomize Army values
- Live the Warrior Ethos... demonstrate the Soldier's Creed
- Dignity and respect for all
- Embrace and lead change. Anticipate but adapt. Less rules, more solutions
- Have an attitude... professional, positive, responsive, and passionate
- Trust and Confidence gained by Competence, Candor, Counsel... upheld by Standards and Discipline
- No bad days... make everyone count. Demonstrate urgency and make a difference
- Total Fitness. Work hard, play hard, be safe, and have a sense of humor
- Passion for Service to others – it's not about us. Be a servant of the Nation

EXPECTATIONS

- Focus on the fight – man the force. Meet Army priorities - #1 GWOT and expeditionary requirements. #2 Transformation.
- Remain committed to Army assignment priorities -- #1 Army requirements. #2 Professional Development. #3 Preference
- Embrace change as we rapidly transform to meet the realities of a campaign-quality, joint, and expeditionary Army, with war as a constant
- Stabilize the force to increase readiness and predictability
- Provide timely, relevant, accurate comms to the field. Manage expectations and reality
- Leverage technology to enable support to commanders and Soldiers
- Develop a Total Army Team – Active, Reserve, Civilians – in all we do
- Help maintain the right All-Volunteer Force
- “Walk the Talk.” Do what is right for Soldiers, our Army, and our Nation. Do what you commit to
- Embody “People Always... Mission First”

Be proud of who you are and what you do. Stay focused--your service makes a difference.

RHETT A. HERNANDEZ
BG, USA
Commanding

PEOPLE ALWAYS...MISSION FIRST!

U.S. ARMY HUMAN RESOURCES COMMAND